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24 May 1968

MEMORANDUM FOR: Deputy Director of Central Intelligence
SUBJECT: National Intelligence Resources Board

It occurs to me that you might wish to have a list of studies or actions pending in the community which your Board should know about or responsibility for which should perhaps be taken over directly by the Board. The following is at least a preliminary list of such studies or actions.

1. The Target Oriented Display (TOD). Our belief is that the Board could act as the custodian of the TOD. As you know, I confirmed a conversation that we had with Paul Nitze by a letter to Solis Horwitz stating that we intended to keep the TOD here and use it primarily for Board purposes. Mr. Hughes has not been briefed on this. We would be glad to arrange such a briefing any time that is convenient.

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2. The letter from the DCI to Nitze on the proposed reduction of force levels in overseas SIGINT activities has never been answered. I am attaching a copy. We are told that [redacted] has the action on this. He was personally briefed concerning our interest by [redacted]. The question is whether the Board should obtain the data which it needs if it is to recommend reductions in SIGINT activity overseas directly from NSA or through IDR&E. This situation may be entirely changed if, as it is likely, there is some move to consolidate responsibility for all intelligence programs in some staff element of the Defense Department.

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3. The BALPA exercise. As you know, we are trying to establish a joint DIA/CIA mechanism for the development of a statement of needs for personnel for so-called

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HUMINT purposes. The purpose of this arrangement is to establish a statement of the probable impact on intelligence coverage of proposed reductions in personnel levels above. The work resulting from this ad hoc arrangement should be synchronized with the results of whatever study is completed on SIGINT reduction. [redacted] of course, is the proper person to conduct the latter study.

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4. ABM study. We have been working on various attempts to measure and evaluate the totality of the intelligence effort against important objectives. Almost three years ago we undertook a study of the various activities aimed at the acquisition of intelligence on Soviet ICBM development. This study resulted in the development of a methodology which has been applied to other problems, most recently to the survey of ELINT programs in the Baltic region. The most recent study in this series is an attempt to evaluate the effort aimed at the acquisition of information about Soviet ABM development. This study has been bogged down in the initial phase largely due to the apparent inability of Systems Analysis in the Pentagon to develop an authoritative statement of the real needs of consumers for information on various specific aspects of the ABM problem. This study was specifically requested by the Director, BeB and it should be encouraged.

5. System 482. This is now estimated to cost 100 million and is in a contract definition stage. Studies are going forward on this and other matters in the Subcommittee on Overhead Reconnaissance of the SIGINT Committee. Mr. Wallenberg of Systems Analysis told me (rather blithely, I think) that he or somebody in Systems Analysis would not permit the funding of this project in FY 69.

6. Various studies are going on in the CCPC, probably on our needs for foreign facilities. This is for use in connection with General Woods' study.

7. In connection with the CCPC, I have still not obtained the DCI's signature on a memorandum charging the CCPC with the responsibility of evaluating the relative contribution made by different collection systems to the coverage

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of particular targets or target areas. I still believe that this is a good idea and if you still also agree, I will complete the proposed charge to the CCPC in this respect.

8. The IGS guidance on China is ready for submission to USIB. This guidance restates the requirements for coverage of certain targets in China, i.e., the ground forces, etc. It also includes statements of the need for timeliness in reporting, etc. In this sense the guidance constitutes a statement of objectives and priorities for intelligence coverage and in this sense is an appropriate matter for USIB. It also, however, attempts to establish appropriate funding levels or at least the choice between alternative levels of activities using cost as a criteria and in this sense is an appropriate matter for the new Board.

/s/ John A. Brose

JOHN A. BROSE
D/E CI/NEPE

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